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**EMPLOYEE BEHAVIORS ON AUTHENTIC LEADERSHIP IN CIMB BANK  
CONTACT CENTRE DEPARTMENT AT KUALA LUMPUR**



**By  
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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
in Partial Fulfillment of the Requirement for the Master Human Resource  
Management**

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## ABSTRACT

The aims of this study are to know the effect of employee's behaviors on authentic leadership and determined important impact towards their authentic leaders. The main objective in research to determine the relationship between interpersonal trusts, occupational self-efficacy, role-based performance and work engagement toward the authentic leadership among employee at CIMB call centre in Kuala Lumpur. One hundred and twenty one of call centre employees involved in this study. Finding of research discovered that all independent variables have significant relationship and with percentage of 40.4 % in influence on authentic leadership.

**Keywords:** employee's behavior, interpersonal trust, occupational self-efficacy, role based performance, work engagement, authentic leadership.



## ABSTRAK

Tujuan kajian ini adalah untuk mengetahui gelagat pekerja dan hubungannya dengan kepimpinan tulen. Penyelidik ingin menentukan faktor-faktor gelagat yang memberikan impak yang penting ke arah pemimpin yang tulen seperti kepercayaan perorangan, efikasi sendiri pekerjaan, prestasi berasaskan peranan dan penglibatan kerja terhadap kepimpinan tulen di kalangan pekerja di pusat panggilan di CIMB Kuala Lumpur. Terdapat seratus dua puluh satu bilangan pekerja di pusat panggilan yang terlibat dalam kajian ini. Dapatan kajian mendapati bahawa semua pemboleh ubah bebas mempunyai hubungan yang signifikan dengan peratusan sebanyak 40.4% telah mempengaruhi kepimpinan tulen.

**Kata Kunci:** gelagat pekerja, kepercayaan perorangan, efikasi sendiri pekerjaan, prestasi berasaskan peranan, penglibatan kerja, kepimpinan tulen.



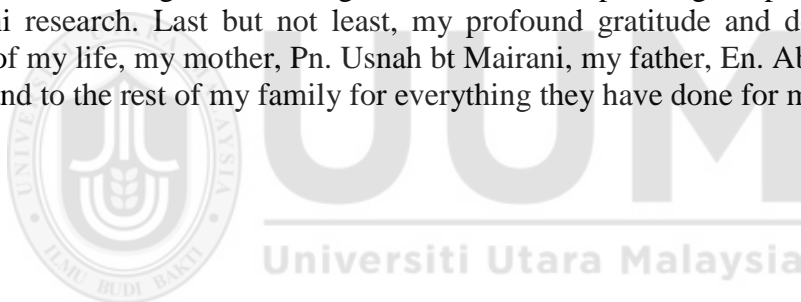
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## **LIST OF ABBREVIATIONS**

RBPS	Role-based Performance Scale
CIMB	Commerce international Merchant Bank
HR	Human Resources
HRD	Human Resource Development
SPSS	Statistical Package for the Social Sciences
LPC	Least Preferred Co-worker (LPC)
(AVD),	Authentic Leadership Development
PsyCap	Positive Psychological Capital
MBC	Menara Bumiputera Commerce
MSB	Menara Southern Bank
IVs	Independent Variables
DV	Dependent Variables



## **CHAPTER 1: INTRODUCTION**

### **1.1 Introduction**

In encourage employees to boost the level of self-confidence it required existence of authentic leadership to influence the level self-confidence among the employees. It is because it believe that authentic leadership are root component of positive and effective leadership and it encouraging the developing trust among employees toward the management and co-worker (Avolio et al, 2004). Employees able to recognize the characteristic of authentic leadership and understand the real values and motives of leader and this are because authentic leadership it's more transparent. Authentic leadership believed to be more open toward their follower will encourage feedback from employees due to employees felt comfortable to confront with their leaders. All this while several researchers has developed their attention on the role of leadership within organizations and interested to know the effect of it toward employees. Among researcher are Bass and Avolio (1990), Song, Kolb et al, (2012), Walumbwa and Hartnell (2011), Whittington, Goodwin, and Murray (2004) also (Zhangs & Bartol, 2010). Researcher has devoted idea toward concept of authentic leadership and it has become literature to complement ethical and transformational leadership. Researchers are Harter (2002) and (Gardner et al , & Walumbwa, 2005).

Employee's job, career and their relationship with the organization are closed related with employees' behaviors. Their behaviors are reflecting of them viewpoints about many aspects of their jobs, their careers, and their organizations. Nowadays employees facing difficulty insert trust toward their relationship with their co-workers and this discourage developing quality relationship among peers and organization. These environments encourage by high competition among employees and it creating

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## **APPENDIX A: QUESTIONNAIRE**

**TOPIC: EMPLOYEE BEHAVIOURS ON AUTHENTIC LEADERSHIP IN CIMB BANK CONTACT CENTER DEPARTMENT**

I am Jasmin Bt Abd Sani, student from Northern University of Malaysia (UUM) Master in Science Human Resource Management are conducting survey on effect of employee behaviors toward authentic leadership practices among employees in CIMB bank contact center department. This questionnaire are adopting from several literature. I believe that your participation in this study will contribute to the findings of our study. It will take you about 10 minute to complete the questionnaire. We really interested your feedback and participation of the topic. Please complete the questionnaire and return back to us. All responses are confidential and will be used only for this study. Thank you for you cooperation.

Jasmin Binti Abd Sani

Othman Yeop Abdullah Graduate School of business

University Utara Malaysia

Lecturer: Prof Dr Jasmani Binti Yunus

## Part One: General Demographic Question

### 1. Gender

① Male

② Female

### 2. Age

① Under 20 years old

② 21~29 year's old

③ 30~39 year's old

④ 40~49 years old

⑤ 50~59 years old

⑥ over 60 years old

### 3. Job duration in current company:

① Less than 1 year

② More than 1 but less than 3 year's

③ More than 3 but less than 5 years

④ More than 5 but less than 10 years

⑤ More than 10 but less than 20 years

⑥ More than 20 years



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## Part Two: Authentic leadership

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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1	My leader clearly states what he/she means	①	②	③	④	⑤
2	My leader shows consistency between his/her beliefs and actions	①	②	③	④	⑤
3	My leader asks for ideas that challenge his/her core beliefs	①	②	③	④	⑤
4	My leader describes accurately the way that others view his/her abilities	①	②	③	④	⑤
5	My leader uses his/her core beliefs to make decisions	①	②	③	④	⑤
6	My leader carefully listens to alternative perspectives before reaching a conclusion	①	②	③	④	⑤
7	My leader shows that he/she understands his/her strengths and weaknesses	①	②	③	④	⑤
8	My leader openly shares information with others	①	②	③	④	⑤
9	My leader resists pressures on him/her to do things contrary to his/her beliefs	①	②	③	④	⑤
10	My leader objectively analyzes relevant data before making a decision	①	②	③	④	⑤
11	My leader is clearly aware of the impact he/she has on others	①	②	③	④	⑤
12	My leader expresses his/her ideas and thoughts clearly to others	①	②	③	④	⑤
13	My leader is guided in his/her actions by internal moral standards	①	②	③	④	⑤
14	My leader encourages others to voice opposing points of view	①	②	③	④	⑤

### Part Three: Interpersonal Trust

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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1	If I got into difficulties at work I know my colleagues would try and help me out	①	②	③	④	⑤
2	I can trust the people I work with to lend me a hand if I needed it	①	②	③	④	⑤
3	Most of my colleagues can be relied upon to do as they say they will do	①	②	③	④	⑤
4	Management at my firm is sincere in its attempts to meet the employees' point of view	①	②	③	④	⑤
5	I feel quite confident that the firm will always try to treat me fairly	①	②	③	④	⑤
6	Our management would be quite prepared to gain advantage by deceiving the employee (R)	①	②	③	④	⑤

### Part Four: Occupational self-efficacy

1	I can remain calm when facing difficulties in my job because I can rely on my abilities	①	②	③	④	⑤
2	When I am confronted with a problem in my job, I can usually find several solutions	①	②	③	④	⑤
3	Whatever comes my way in my job, I can usually handle it.	①	②	③	④	⑤
4	My past experiences in my job have prepared me well for my occupational future	①	②	③	④	⑤
5	I meet the goals that I set for myself in my job	①	②	③	④	⑤
6	I feel prepared for most of the demands in my job	①	②	③	④	⑤

### Part Five: Performances

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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1	I satisfy the criteria of quantity of work output that is officially required.	①	②	③	④	⑤
2	I satisfy the criteria of quality of work output that is officially required.	①	②	③	④	⑤
3	I perform my work accurately.	①	②	③	④	⑤
4	I provide good customer service (internal & external customers).	①	②	③	④	⑤
5	I come up with new ideas.	①	②	③	④	⑤
6	I work to implement new ideas.	①	②	③	④	⑤
7	I try to find improved ways to do things.	①	②	③	④	⑤
8	I create better processes and routines.	①	②	③	④	⑤
9	I make progress in my career.	①	②	③	④	⑤
10	I continuously seek out career opportunities.	①	②	③	④	⑤
11	I have career goals.	①	②	③	④	⑤
12	I develop skills needed in my future career.	①	②	③	④	⑤
13	I work as part of a team or group.	①	②	③	④	⑤
14	I seek information from others in my work group.	①	②	③	④	⑤
15	I make sure that my work group succeeds.	①	②	③	④	⑤
16	I respond to the needs of others in my work group.	①	②	③	④	⑤
17	I do things that help others when it's not part of my job.	①	②	③	④	⑤
18	I work for the overall good of my company	①	②	③	④	⑤
19	I do things that promote my company	①	②	③	④	⑤
20	I help out so that my company is a desirable workplace.	①	②	③	④	⑤

### Part Six : Working Engagement

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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1	At my work, I feel bursting with energy	①	②	③	④	⑤
2	At my job, I feel strong and vigorous	①	②	③	④	⑤
3	I am enthusiastic about my job	①	②	③	④	⑤
4	My job inspires me	①	②	③	④	⑤
5	When I get up in the morning, I feel like going to work	①	②	③	④	⑤
6	I feel happy when I am working intensely	①	②	③	④	⑤
7	I am proud of the work that I do	①	②	③	④	⑤
8	I am immersed in my work	①	②	③	④	⑤
9	I get carried away when I am working	①	②	③	④	⑤



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## APPENDIX B – DEMOGRAPHIC ANALYSIS

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	47	38.8	38.8	38.8
	FEMALE	74	61.2	61.2	100.0
	Total	121	100.0	100.0	

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-29	38	31.4	31.4	31.4
	30-39	79	65.3	65.3	96.7
	40-49	3	2.5	2.5	99.2
	OVER 60 YO	1	.8	.8	100.0
	Total	121	100.0	100.0	

**Job Duration**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN 1Y	5	4.1	4.1	4.1
	MORE THAN BUT LESS 3Y	41	33.9	33.9	38.0
	MORE THAN 3 BUT LESS 5Y	33	27.3	27.3	65.3
	MORE THAN 5 BUT LESS 10 Y	33	27.3	27.3	92.6
	MORE THAN 10 BUT LESS 20 Y	8	6.6	6.6	99.2
	MORE THAN 20 Y	1	.8	.8	100.0
	Total	121	100.0	100.0	



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## APPENDIX C- DESCRIPTION ANALYSIS

### Demographic Profile

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
A1	121	1	2	1.61	.489
A2	121	2	6	2.74	.588
A3	121	1	6	3.01	1.061
A4	121	1	2	1.86	.349
Valid N (listwise)	121				

### Dependent Variables

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AL1	121	2	5	3.64	.753
AL2	121	2	5	3.55	.752
AL3	121	2	5	3.40	.812
AL4	121	2	5	3.41	.703
AL5	121	2	5	3.61	.746
AL6	121	1	5	3.50	.858
AL7	121	2	5	3.58	.804
AL8	121	1	5	3.66	.791
AL9	121	2	5	3.54	.708
AL10	121	1	5	3.64	.837
AL11	121	1	5	3.55	.875
AL12	121	2	5	3.58	.772
AL13	121	1	5	3.56	.784
AL14	121	1	5	3.48	.932
Valid N (listwise)	121				

### Independent Variables

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IT1	121	2	5	3.93	.697
IT2	121	2	5	3.81	.699
IT3	121	2	5	3.79	.721
IT4	121	1	5	3.13	.921
IT5	121	1	5	3.13	.885
IT6	121	1	5	3.28	.710
OSE1	121	1	5	3.60	.713
OSE2	121	2	5	3.69	.630
OSE3	121	2	5	3.73	.592
OSE4	121	2	5	3.82	.719
OSE5	121	2	5	3.66	.725
OSE6	121	2	5	3.68	.661
P1	121	1	5	3.23	.814
P2	121	1	5	3.31	.751
P3	121	2	5	3.71	.651
P4	121	2	5	3.72	.661
P5	121	2	5	3.48	.684
P6	121	1	5	3.46	.719
P7	121	1	5	3.75	.687
P8	121	1	5	3.60	.725
P9	121	2	5	3.66	.737
P10	121	1	5	3.79	.694
P11	121	2	5	3.74	.702
P12	121	2	5	3.77	.655
P13	121	2	5	3.88	.673
P14	121	2	5	3.92	.690

P15	121	2	5	3.87	.695
P16	121	3	5	3.88	.648
P17	121	2	5	3.83	.679
P18	121	1	5	3.71	.712
P19	121	1	5	3.57	.773
P20	121	2	5	3.57	.728
WE1	121	2	5	3.37	.685
WE2	121	2	5	3.34	.653
WE3	121	1	5	3.45	.718
WE4	121	1	5	3.41	.703
WE5	121	1	5	3.16	.904
WE6	121	1	5	3.28	.878
WE7	121	2	5	3.63	.743
WE8	121	2	5	3.44	.706
WE9	121	2	5	3.41	.738
Valid N (listwise)	121				

## APPENDIX D – RELIABILITY ANALYSIS

### Authentic Leadership

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.953	.953	14

#### Item Statistics

	Mean	Std. Deviation	N
AL1	3.64	.753	121
AL2	3.55	.752	121
AL3	3.40	.812	121
AL4	3.41	.703	121
AL5	3.61	.746	121
AL6	3.50	.858	121
AL7	3.58	.804	121
AL8	3.66	.791	121
AL9	3.54	.708	121
AL10	3.64	.837	121
AL11	3.55	.875	121
AL12	3.58	.772	121
AL13	3.56	.784	121
AL14	3.48	.932	121

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### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.551	3.405	3.661	.256	1.075	.006	14

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
49.71	77.041	8.777	14

### Interpersonal Trust

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.744	.749	6

### Item Statistics

	Mean	Std. Deviation	N
IT1	3.93	.697	121
IT2	3.81	.699	121
IT3	3.79	.721	121
IT4	3.13	.921	121
IT5	3.13	.885	121
IT6	3.28	.710	121

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.511	3.132	3.926	.793	1.253	.135	6

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.07	9.562	3.092	6

### Occupational Self-Efficacy

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.850	6

### Item Statistics

	Mean	Std. Deviation	N
OSE1	3.60	.713	121
OSE2	3.69	.630	121
OSE3	3.73	.592	121



OSE4	3.82	.719	121
OSE5	3.66	.725	121
OSE6	3.68	.661	121

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.697	3.603	3.818	.215	1.060	.005	6

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.18	9.333	3.055	6

#### Role Based Performance

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.935	20

**Item Statistic**

	Mean	Std. Deviation	N
P1	3.23	.814	121
P2	3.31	.751	121
P3	3.71	.651	121
P4	3.72	.661	121
P5	3.48	.684	121
P6	3.46	.719	121
P7	3.75	.687	121
P8	3.60	.725	121
P9	3.66	.737	121
P10	3.79	.694	121
P11	3.74	.702	121
P12	3.77	.655	121
P13	3.88	.673	121
P14	3.92	.690	121
P15	3.87	.695	121
P16	3.88	.648	121
P17	3.83	.679	121
P18	3.71	.712	121
P19	3.57	.773	121
P20	3.57	.728	121

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.673	3.231	3.917	.686	1.212	.036	20

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
73.45	88.183	9.391	20

## **Working Engagement**

### **Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.744	.749	6

### **Item Statistics**

	Mean	Std. Deviation	N
WE1	3.93	.697	121
WE2	3.81	.699	121
WE3	3.79	.721	121
WE4	3.13	.921	121
WE5	3.13	.885	121
WE6	3.28	.710	121

### **Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.511	3.132	3.926	.793	1.253	.135	6

### **Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
21.07	9.562	3.092	6

## APPENDIX E - PEARSON CORRELATION ANALYSIS

### Correlations

		LS	EA	OSE	P	OB
AL	Pearson Correlation	1	.457**	.435**	.593**	.431**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	121	121	121	121	121
IT	Pearson Correlation	.457**	1	.506**	.403**	.321**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	121	121	121	121	121
OSE	Pearson Correlation	.435**	.506**	1	.691**	.472**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	121	121	121	121	121
P	Pearson Correlation	.593**	.403**	.691**	1	.525**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	121	121	121	121	121
WE	Pearson Correlation	.431**	.321**	.472**	.525**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	121	121	121	121	121

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## APPENDIX F – REGRESSION ANALYSIS

### Descriptive Statistics

	Mean	Std. Deviation	N
AL	49.7107	8.77728	121
IT	21.0661	3.09229	121
SE	22.1818	3.05505	121
P	73.4545	9.39060	121
WE	30.4876	5.30270	121

### ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3922.711	4	980.678	21.375	.000 <sup>b</sup>
Residual	5322.165	116	45.881		
Total	9244.876	120			

a. Dependent Variable: LS

b. Predictors: (Constant), OB, EA, P, OSE

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.050	5.574		-.009	.993
	IT	.762	.234	.268	3.261	.001
	OSE	-.279	.301	-.097	-.926	.356
	P	.447	.096	.478	4.658	.000
	WE	.232	.140	.140	1.658	.100

a. Dependent Variable: LS

### Model Summary for R Values

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.651 <sup>a</sup>	.424	.404	6.77353	.424	21.375	4	116	.000

a. Predictors: (Constant), OB, EA, P, OSE

